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19 March 1964

MEMORANDUM FOR: Director of Personnel

FROM : Chief, Personnel Recruitment Division

SUBJECT : Nationwide Testing Program for Screening
JOT and Other Professional Candidates

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1. This memorandum is in response to the suggestion of Mr. [REDACTED] of the Inspector General Staff that we examine the merits of a nationally advertised testing program designed to screen down JOT and other professional candidates for ultimate interview and possible employment consideration.

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2. Following our discussion in your office, attended by Messrs. [REDACTED]

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and [REDACTED] we scheduled a symposium in [REDACTED] on 16 March devoted to the further exploration of the problem with certain of our professional recruiters.

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3. There is no question in my mind but what we have passed the stage in our professional recruitment where we need a strong defensive mechanism to stave off interviews with hordes of candidates at the baccalaureate level--qualified or not. We simply are not hiring at this level--and this was the sense of your letter to some 50 liberal arts colleges and universities whose Agency recruitment engagements were cancelled this year.

4. Insofar as I know, we have had no adverse campus public relations reaction to your letter, and we have been applauded by the forthright manner in which you stated the Agency's case.

5. Thus, one defensive mechanism is not recruiting at the undergraduate level. And this makes a certain amount of sense. But to give a nationwide pre-screening test and still not recruit is beginning to make no sense to me.

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6. At the graduate level, I personally would want no part of pre-testing; because we are concentrating our professional recruitment effort at this level and we are geared and staffed in the field to interview any candidate who is interested in Agency career opportunities.

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7. The [REDACTED] Symposium addressed itself to the merits of a nationwide testing program, therefore, and Mr. [REDACTED] covers these findings in Tab A attached.

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8. As a post-mortem to the symposium, Messrs. [REDACTED] and I reached certain conclusions which I submit as follow:

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a. We are opposed at this time to any pre-screening testing at the graduate level.

b. We do need a defensive mechanism at the baccalaureate level which cannot be supplied, in our opinion, by any test that could be devised. At the same time, we must completely protect our good relationships with the Placement Directors who are justifiably opposed to sending undergraduates into interviews where there is no reasonable prospect for an employment offer. Therefore, as with your letter to the colleges in which we cancelled our interview dates this year, we must make it clear as well, in some firm way, to the larger colleges and universities (where we are actively recruiting at the graduate level) that we are not actively in the market for the undergraduate student. This further suggests an approach which would take into consideration the following factors:

1. We are desirous of talking to undergraduate students in groups for the purpose of defining our very limited offerings at this time for the undergraduate students; and for the further purpose of lending our own encouragement to their pursuing graduate studies in the particular disciplines that could gain for them active consideration of career possibilities with us at a future date.

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2. At those universities which will cooperate with us in providing us with a Graduate Record Examination Aptitude Test (GRE) score, we will interview, for the limited openings available, those candidates whose GRE scores are above an acceptable level established by the Agency. Underlining the impact of this approach would be our emphasis that we are fortunately in a buyer's market for quality candidates at the undergraduate level, and, therefore, do not feel we should be criticized for maintaining our standards as high as we deem appropriate--or, and at the same time, be encouraging an interview that would be time-consuming and pointless for all concerned, the student, the placement director, and the recruiter.

3. We would establish as an additional criterion for all male undergraduate applicants the stipulation that we cannot hire those candidates whose military obligation has not been fulfilled or whose draft status is such that the Agency would be risking the interruption of his Agency training once we had committed ourselves to the training investment he represents as a new employee.

4. As for the female candidate, we believe that we may have to continue recruiting at the baccalaureate level, but only for those candidates who are clearly in the upper percentile of scholarship in those disciplines which imply added specialization and proficiency, respectively, in area studies and foreign languages.

9. The above would be Pre-Interview Criteria which we would apply uniformly throughout the country. Obviously, we must first be very certain of the criteria themselves, and this will take further refining, before each recruiter can use them with all Placement Directors. We should not have one set of criteria for one university and something different for another. We must also identify the exceptions to the criteria, that is, the BSEE whom we may be looking for for Commo or TSD or the B.S. graduate in Secretarial Science, et cetera. But once we have

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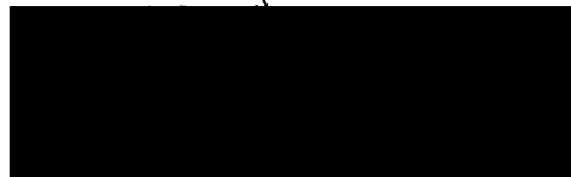
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settled upon a uniform set of standards, our brochure should then support the employment-opportunity situation as it obtains in the Agency in the context in which it will be repeated to Placement Directors and student groups. Essentially, the Agency is beginning to look upon the B.A. or B.S. candidate as it used to look upon the junior college graduate; but, this is the trend of the market, and the student knows it as well as we.

10. If our standards are high, we should publicize the fact, and keep them high. This is good, understandable public relations. And it is what we keep telling ourselves about the Agency and the type of candidate it should be attracting. This does not close the door to baccalaureate candidates, but it dwindles down the campus thousands who otherwise would be seeking an interview to a few hundred quality candidates who will satisfy our annual requirements. This is not saying that a graduate degree is a requisite to employment. In many DD/S and other categories we fully expect to find the older, military- and job-experienced, back-to-school baccalaureate candidate. And we will be out to recruit him. But we are in immediate need of a meaningful defense mechanism against the thousands of good looking 21- and 22-year old undergraduates whose files are going begging throughout the Agency. If nobody is hiring in this category, it is a great waste of recruitment and placement talent, time, and money to continue working this current wasteland. If the tide turns, we'll turn with it, but recruitment should be riding with the crest at all times.



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Attachment: A/S

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